



King County

King County Employee Survey - 2012

Department Results and Analysis
Department of Assessments



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Assessments from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help the Department of Assessments as they target their responses to these data.

Key Findings

- Assessments employees are largely satisfied with their jobs, reporting that they are proud to work for King County and would recommend it to others as a good place to work. Their satisfaction has risen slightly since the previous research in 2009.
- Employees in this group report more positive perceptions of work/life balance and of their supervisors than most other departments at King County. They also report more positive perceptions of respect within their work groups and of teamwork within their department.
- Assessments employees are extremely connected to their department's mission and goals and strongly believe that they have a significant role in achieving them. However, they feel less connected to the King County mission, goals, and strategic plan.
- Assessments employees feel less positively about their access to tools and resources, but feel significant personal control in making the decisions they need to do good work. They feel personally responsible for keeping up on skills needed for strong performance, and they feel that their skills are well-matched to job responsibilities. These factors likely contribute to these employees' relatively high levels of both engagement and job satisfaction.
- Employees report more positive perceptions of performance communication than do King County employees overall. However, while most employees are very positive about the value of their appraisals, they are much more neutral in their perceptions of non-appraisal feedback. This suggests the need for increased emphasis on the importance of clear performance feedback in addition to the formal appraisal.
- Assessments employees are generally much more positive about their supervisors. While they are still less positive about recognition (a County-wide issue), they think their supervisors communicate openly and honestly and do encourage continuous improvement.
- Assessments employees are strongly aligned with the County's guiding principles, much more so than employees from King County overall. They believe their department is results-focused, service-oriented, professional, and fair and just.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	DEPARTMENT AVERAGE
Organizational Identification	4.09	4.05
Personal Capabilities	3.87	4.00
Customer Service	3.80	3.89
Mission and Goals	3.76	3.62
Professional Development	3.68	3.78
Respect	3.66	3.92
Employee Engagement	3.59	3.66
Tools and Resources	3.51	3.57
Teamwork	3.48	3.81
Supervision	3.42	3.75
Guiding Principles	3.41	3.81
Performance Communication	3.36	3.70
Continuous Improvement	3.14	3.38
Management	3.00	3.10

Assessments employees reported very interesting feedback. While they are about as engaged as other employees at King County, they report much more positive perceptions of areas otherwise rated more moderately by the aggregate of King County employees: performance communication, supervision, and guiding principles.

Employees also report higher scores for respect, continuous improvement, and teamwork.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

Assessment employees provided a very high percentage of surveys; the 86% response rate enables a very high degree of confidence in the results being reflective of employee perceptions within the department.

ASSESSMENT RESPONSES

Assessment Employees: 211

Assessment Surveys Received: 182

Assessment Response Rate: 86%

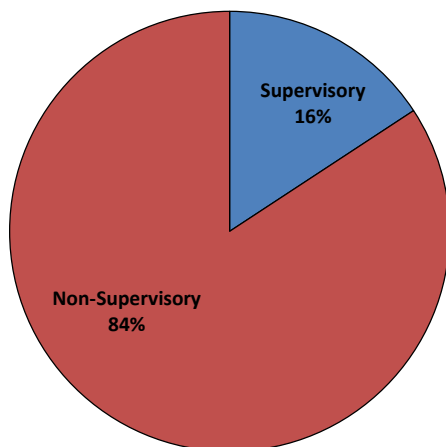
MISSING DATA

Assessments employees had an extremely low number of missing responses. Missing data ranged from 0 – 20%, depending on the question, with an average missing response rate of 5%.

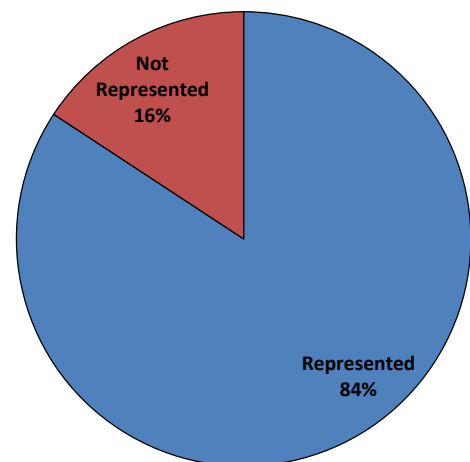
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE

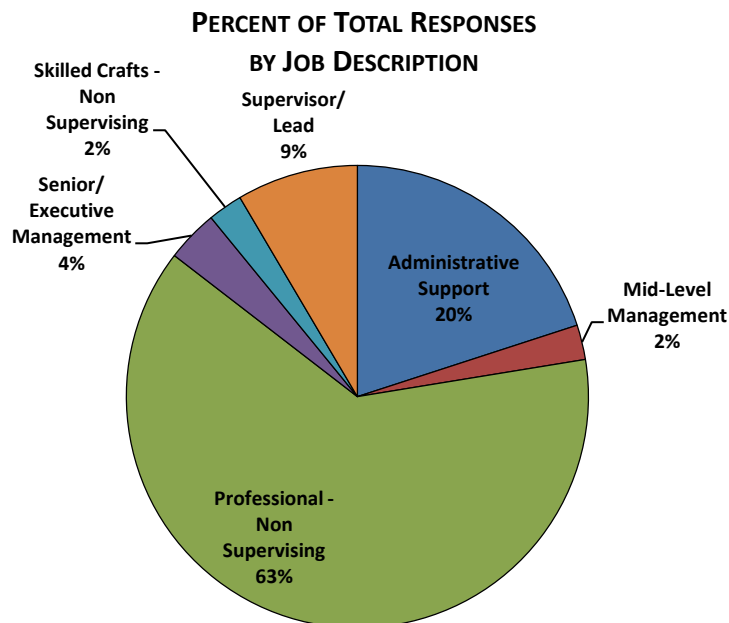


PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION



Most employees are non-supervisory. Supervisors report slightly higher ratings across employees, though the differences are not large. Similarly, most employees are represented. Represented employees report generally lower scores than non-represented. While most differences are not large, represented employees are less connected to the mission and goals of the organization and report less positive perceptions of continuous improvement efforts.

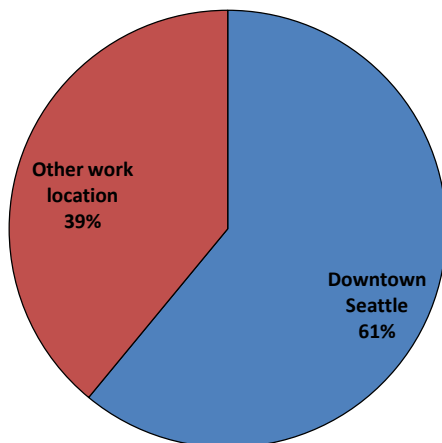
The chart below reports responses from different positions at King County. Most employees are non-professional, non-supervising with much smaller groups across all other listed positions. This makes comparisons not particularly interesting, nor relevant. However, the two largest groups, professional/non-supervising and administrative support report roughly comparable average perceptions.



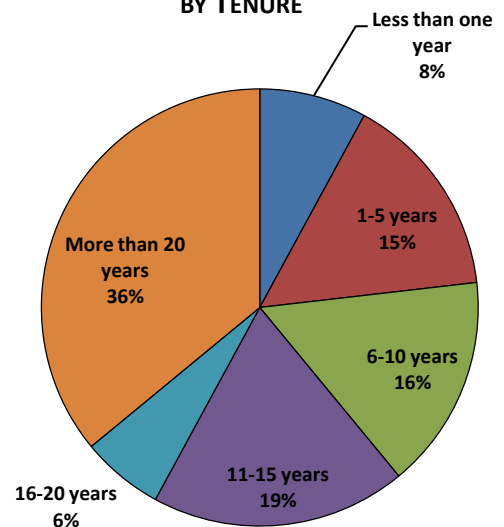
The charts below illustrate the split between locations and the tenure of Assessments employees. Interestingly, those who work in other work locations report somewhat lower perceptions of their internal capabilities and of the mission and goals of the organization. They are much less positive about both management and continuous improvement. Overall, they report slightly less overall job satisfaction than employees located downtown.

New employees report higher satisfaction, but less positive perceptions of their own capabilities. Consistent with the rest of King County, employees with between 11 and 15 years tenure report less positive scores than any other tenure category. However, this department has a high percentage of employees with more than 20 years experience; these employees are also more positive about their work environment than those with 11 – 15 years, though not surprisingly, they are less positive about their advancement potential.

**PERCENT OF TOTAL RESPONSES
BY WORK LOCATION**



**PERCENT OF TOTAL RESPONSES
BY TENURE**



2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. Assessments employees are slightly more satisfied than they reported in 2009. While they report slightly more positive perceptions of how well their group works with other groups, they are slightly less positive about familiarity with their department's vision and mission and the extent to which both give direction to employees' work. Conversely, Assessments employees feel more positive about the customer focus of their department and about its focus on quality performance.

OVERALL SATISFACTION

2012 Average: 3.95

2009 Average: 3.76

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.76	3.95	+0.19
I would recommend King County as a good place to work.	4.07	3.91	-0.16
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.93	4.00	+0.07
My work contributes to the success of King County government.	4.62	4.33	-0.29
I am familiar with my department, division, or agency's mission and goals.	4.18	3.93	-0.25
My department, division, or agency's mission and goals give direction to my work.	3.67	3.39	-0.28
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.18	3.56	+0.38
I have a clear understanding of what is expected of me in my job.	4.36	4.14	-0.22
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.79	3.73	-0.06
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.44	3.38	-0.06
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.79	4.18	+0.39
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.32	3.69	+0.37
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.45	3.67	+0.22

Note: Δ = positive or negative change in the average between 2009 and 2012.

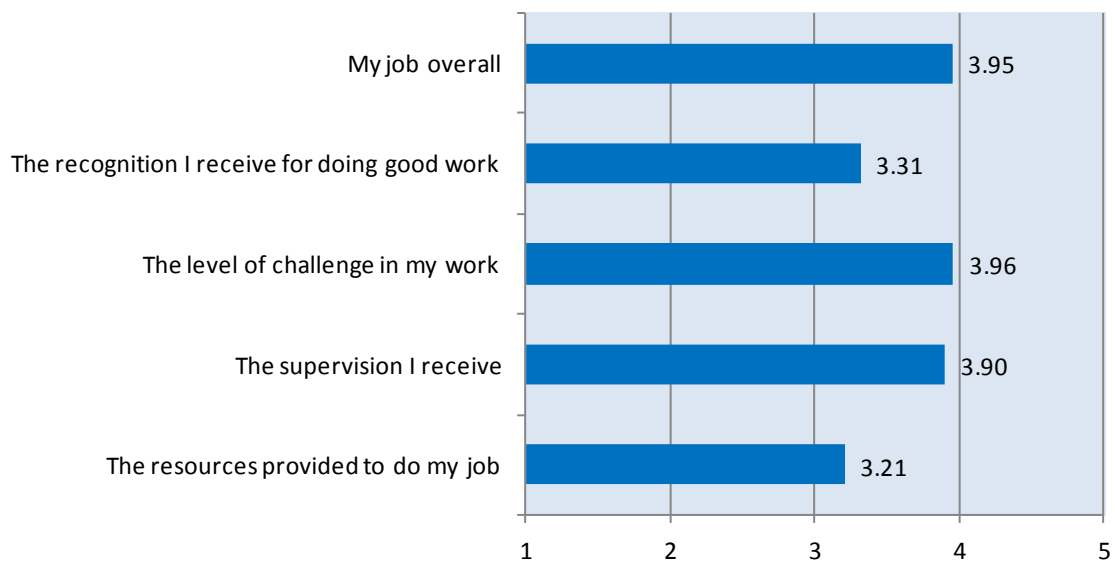
Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

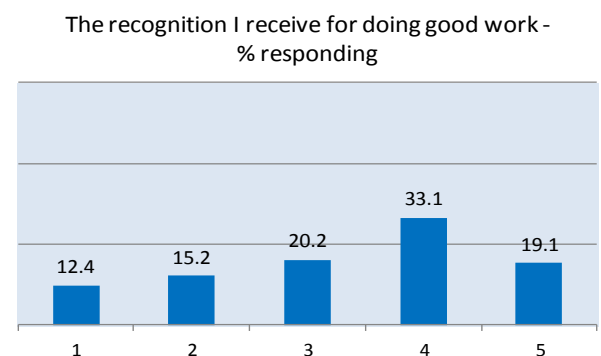
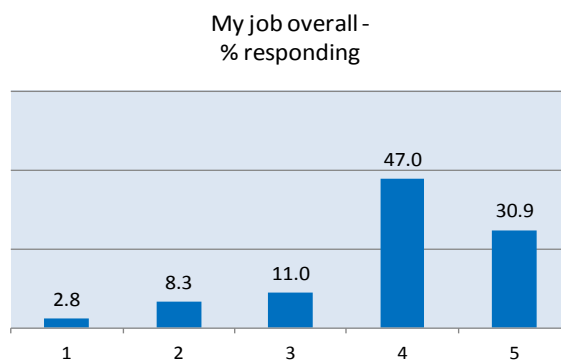
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

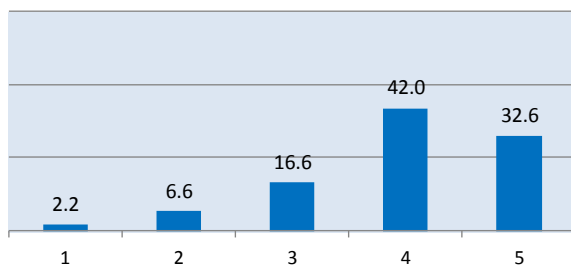
Respondents in the King County Assessments Department are moderately positive in their perceptions of job satisfaction. Perceptions regarding job satisfaction within Assessments follow a similar pattern to perceptions collected from King County departments overall. While employees express somewhat positive perceptions of their overall job satisfaction, they express less positive perceptions of the recognition they receive for performing good work and of having enough resources.



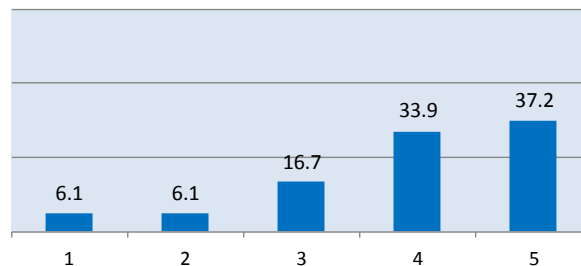
The vast majority of Assessments employees report being satisfied or very satisfied with their jobs. However, while 50% report positive perceptions of the recognition they receive, almost one-third report negative perceptions in this area.



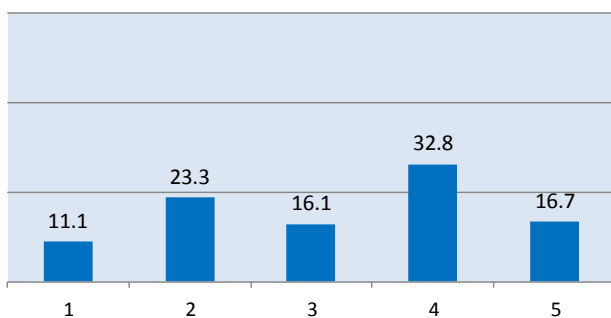
The level of challenge in my work -
% responding



The supervision I receive -
% responding



The resources provided to do my job -
% responding

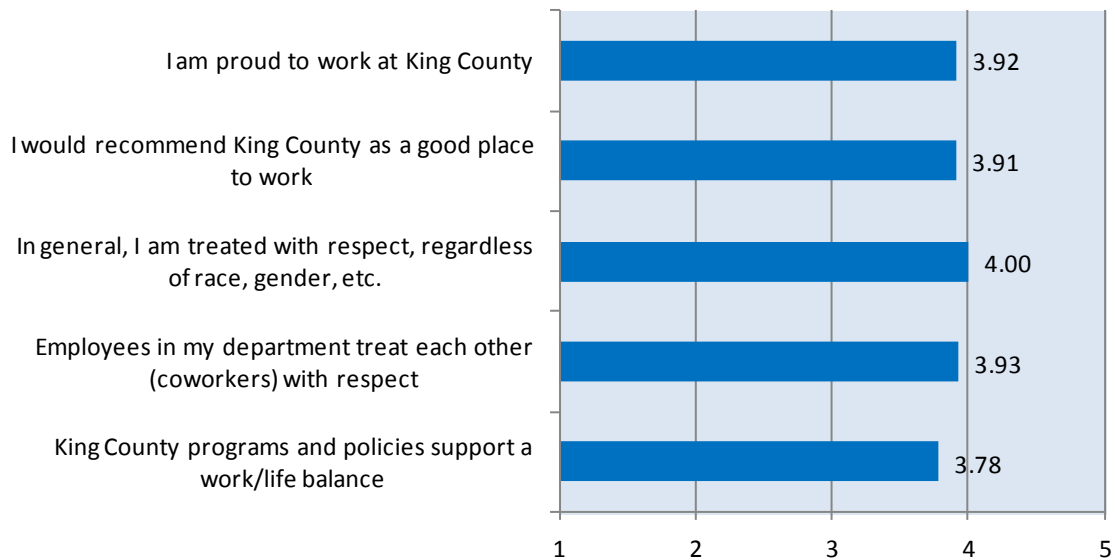


The vast majority of employees are positive about the level of challenge in their work, and have positive perceptions regarding the supervision they receive.

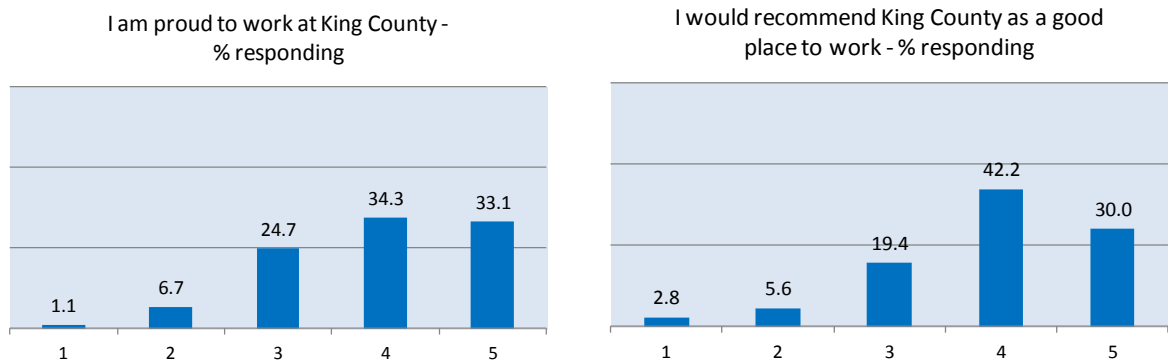
Only half of employees report being positive about the adequacy of resources to do their jobs, while almost a third report dissatisfaction in this area.

WORK ENVIRONMENT²

Questions in this section measured employees' perceptions of the work environment as a positive place in which to work. Respondents in the Assessments department are positive in their perceptions in this area. They are largely proud to work at King County and generally would recommend King County as a good place to work. Employees are positive about the level of respect shared in the department. However, they are less positive in their perceptions of work/life balance.

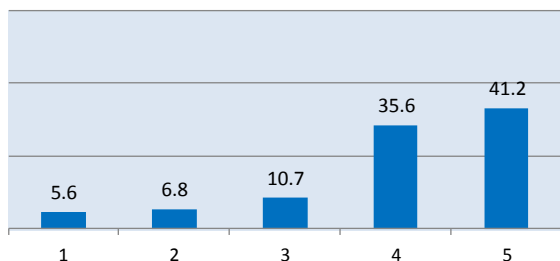


As the distribution charts below illustrate, more than two-thirds of employees are proud to work at King County and even more would recommend King County as a good place to work. Of particular importance is the very low number of truly negative responses in each area.

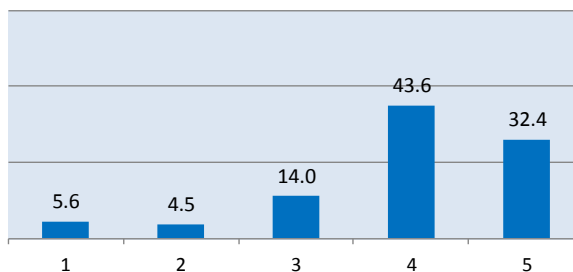


²Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

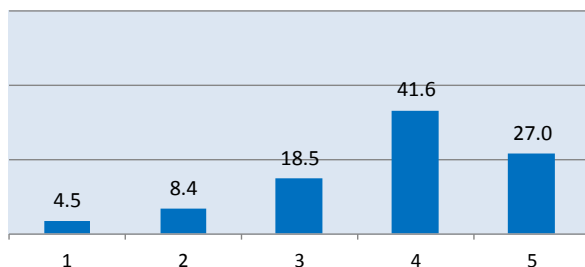
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding



King County programs and policies support a
work/life balance -
% responding

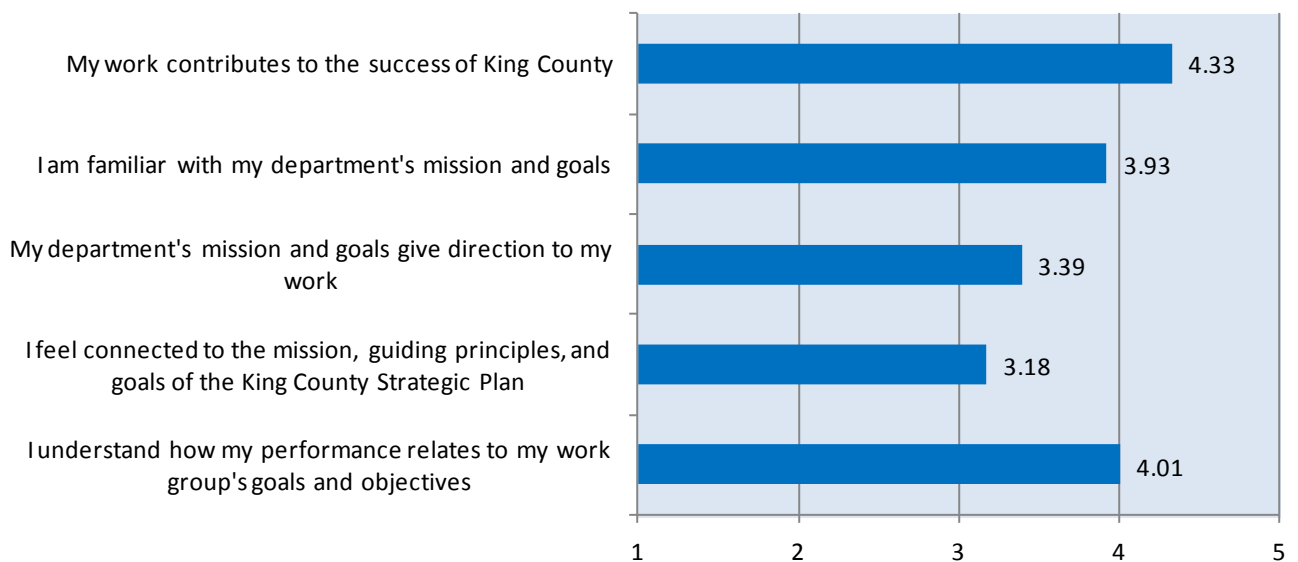


Employees are largely positive about the level of respect within the department. And, though there are roughly one-third of employees who are not satisfied with the work/life balance supported by King County, more than two-thirds are positive in this area.

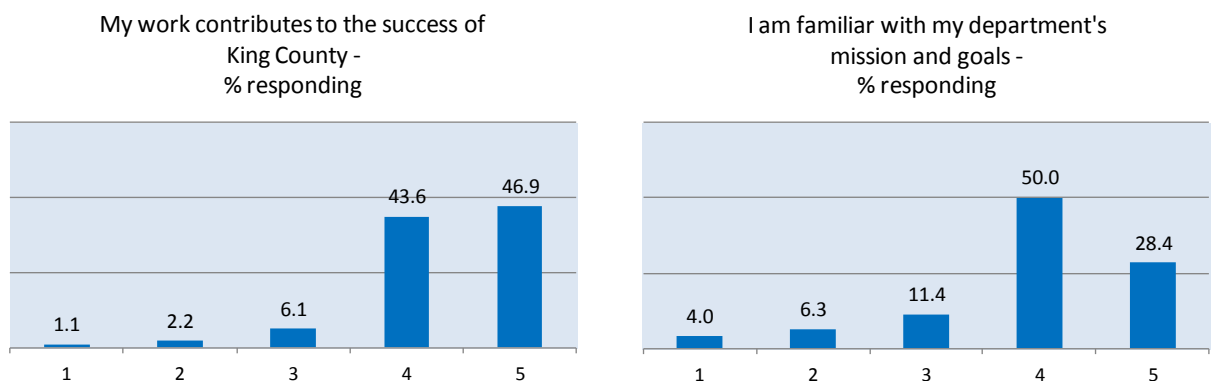
MISSION AND GOALS

This section of the survey measured employees' perceptions of both the mission and goals of King County and their specific department, as well as their perceptions of how their work is valued and goal-directed.

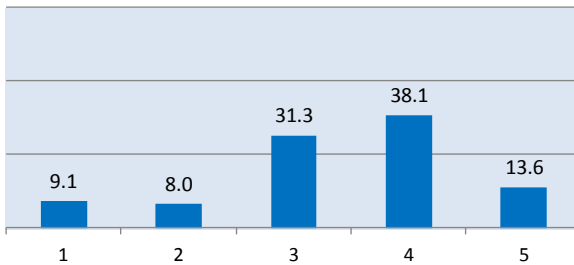
Assessments employees overwhelmingly feel that their work contributes to the success of King County. They are familiar with the department's mission and goals, but are less positive about the direction those goals give to their work. However, they do understand how their performance relates to their department's objectives. Despite this, Assessments employees feel only moderately connected to the mission, guiding principles, and goals of the King County Strategic Plan.



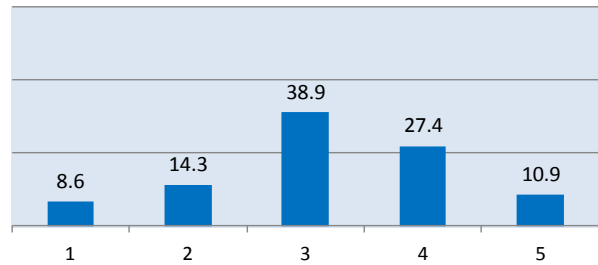
The vast majority of Assessments employees feel their work contributes to the success of King County and most are familiar with the department's mission and goals.



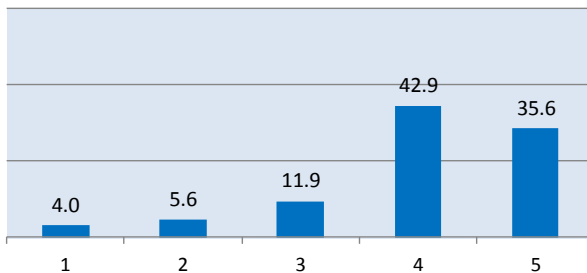
My department's mission and goals give direction to my work -
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives -
% responding



Fewer employees feel that the mission and goals give direction to their work with just over half reporting positive perceptions in this area. Despite this, most employees feel their performance relates to those same goals and objectives.

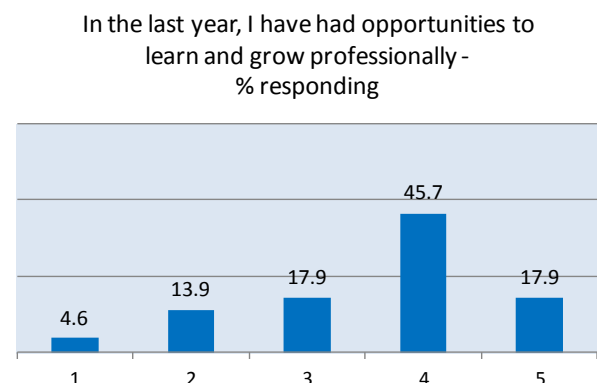
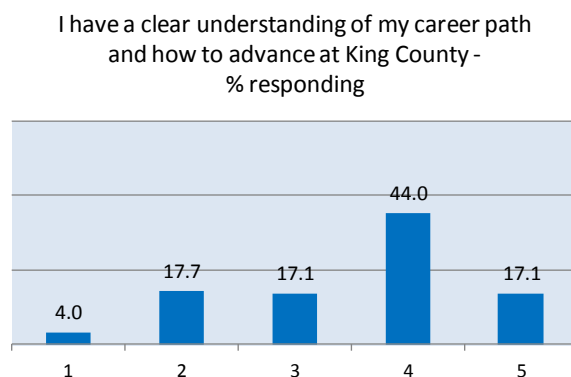
In addition, less than half feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

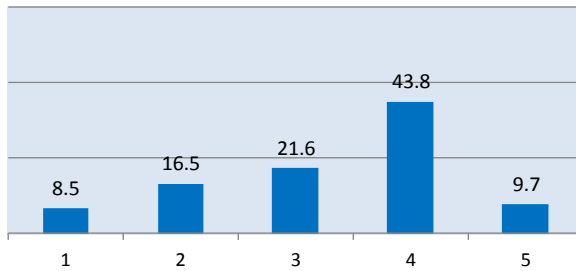
Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. Assessments employees have a moderately positive understanding of career advancement at King County. They report only moderate perceptions of the number of professional growth opportunities at the County and believe there is room for improvement with regard to King County's support of training. Nonetheless, most employees feel personally responsible for keeping their knowledge and capabilities current and will take advantage of training opportunities when offered.



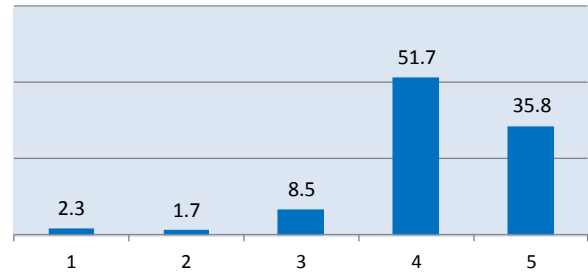
Over half of employees report having a clear understanding of their career path, but more than one-fifth report that they do not. Similarly, over half report having had professional growth opportunities in the past year, while almost a fifth report that they did not.



King County supports training to help
employees perform effectively -
% responding

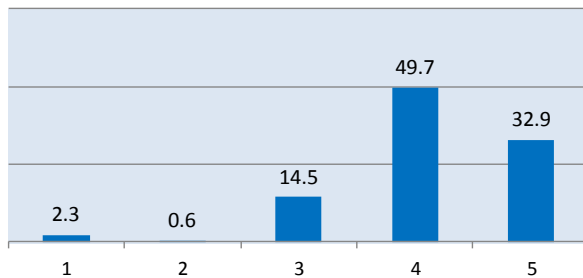


I feel personally responsible for keeping my
knowledge and capabilities current -
% responding



According to the distribution charts, almost half of employees are neutral to negative regarding the County's efforts to support training.

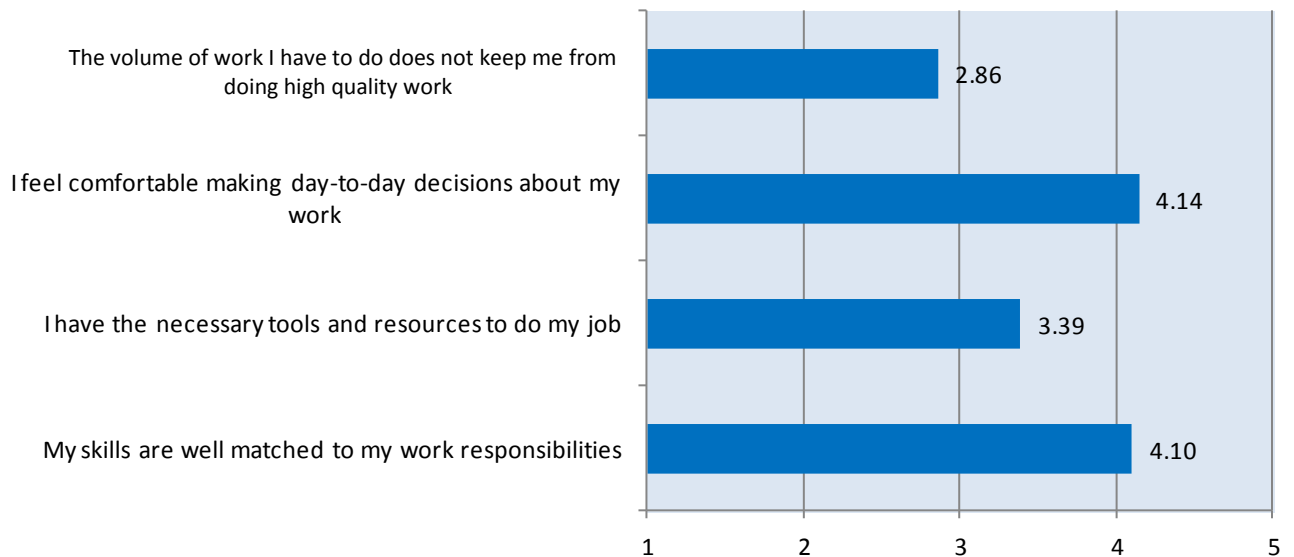
When available, I take advantage of training
opportunities -
% responding



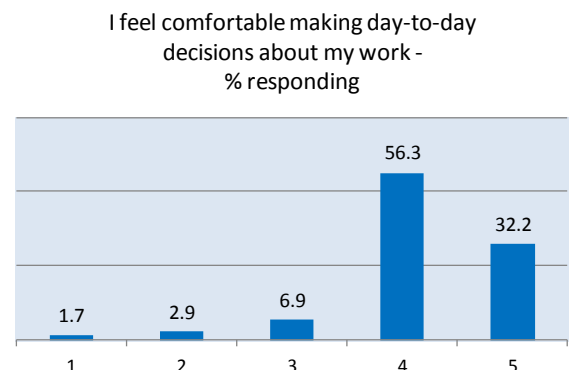
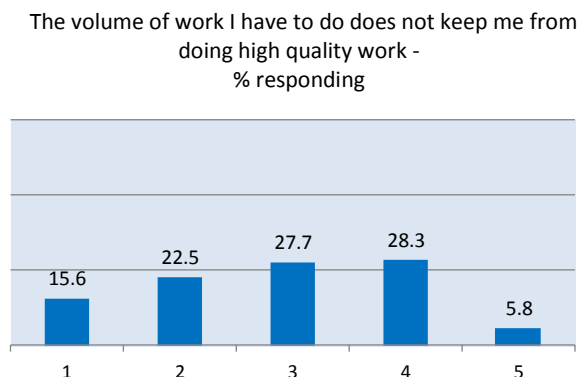
However, the vast majority of Assessments employees both feel personally responsible for keeping their knowledge and capabilities current and they would take advantage of training when offered, with more than 80% reporting positively for these questions.

RESOURCES AND DECISION-MAKING

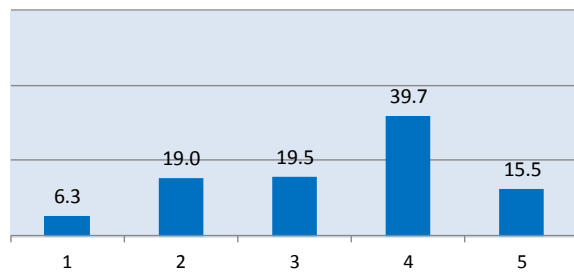
Assessments employees are not positive about their volume of work, reporting some of the lowest scores in for this department in the study. However, these results are comparable to findings from King County overall. Assessments employees feel very comfortable making day-to-day decisions about work and feel positive about their skills being well-matched to work responsibilities. However, the moderate scores received regarding having necessary tools and resources indicate that Assessments employees would like access to more resources.



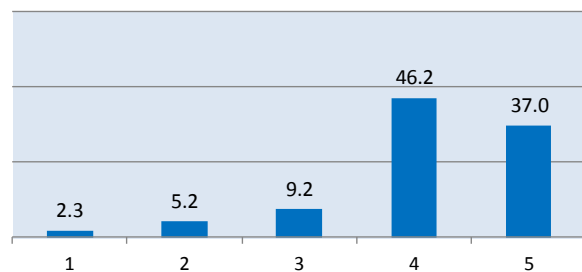
Assessments employees are quite negative about their work volume, noting that it often keeps them from doing good work. By contrast, the vast majority of employees feel they are able to make the day-to-day decisions about their work. This high degree of perceived personal control and influence likely drives much of Assessments employees' higher satisfaction despite perceived challenges with work load.



I have the necessary tools and resources to do
my job -
% responding



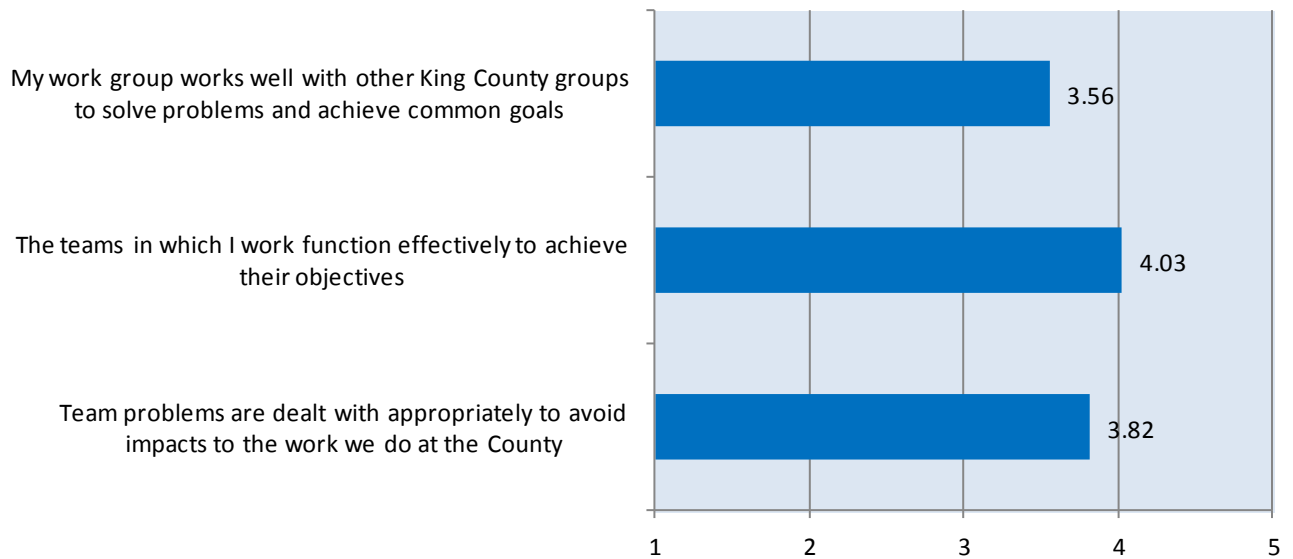
My skills are well matched to my work
responsibilities -
% responding



Perceptions of access to necessary tools and resources are mixed, with almost half of employees reporting that they do not have adequate resources. By contrast, the vast majority of employees report that their skills are well-matched to their abilities.

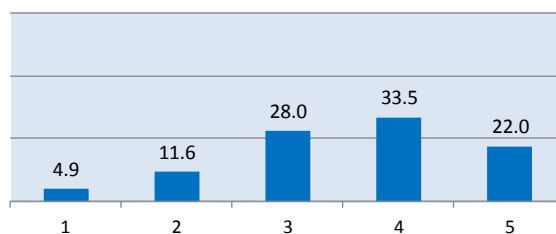
TEAMWORK

Assessments employees report moderate perceptions of how their work group works with other King County groups, but perceive that teams within their department mostly function effectively. Respondents were positive regarding how team problems are dealt with in the Assessments department.

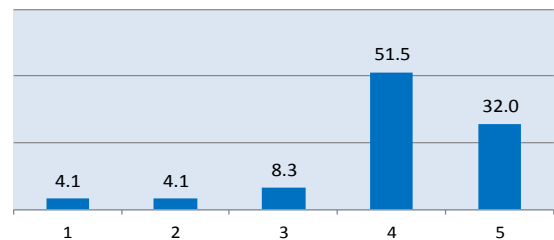


As these distribution charts illustrate, perceptions regarding collaboration with other departments were mixed, with just over half reporting positive perceptions. Perceptions of their own team's ability to function, however, were decidedly positive, with most employees reporting positive perceptions.

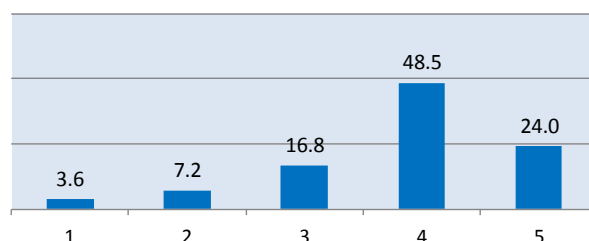
My work group works well with other King County groups to solve problems and achieve common goals - % responding



The teams in which I work function effectively to achieve their objectives - % responding



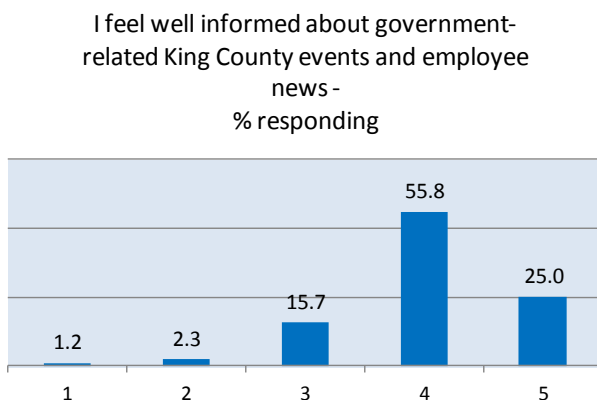
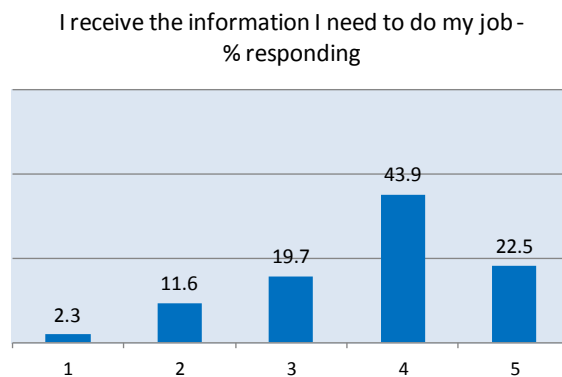
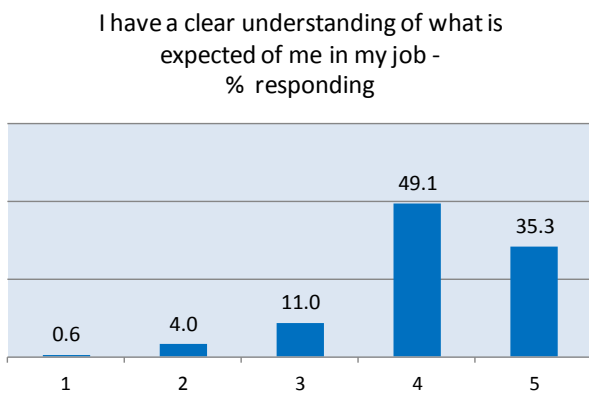
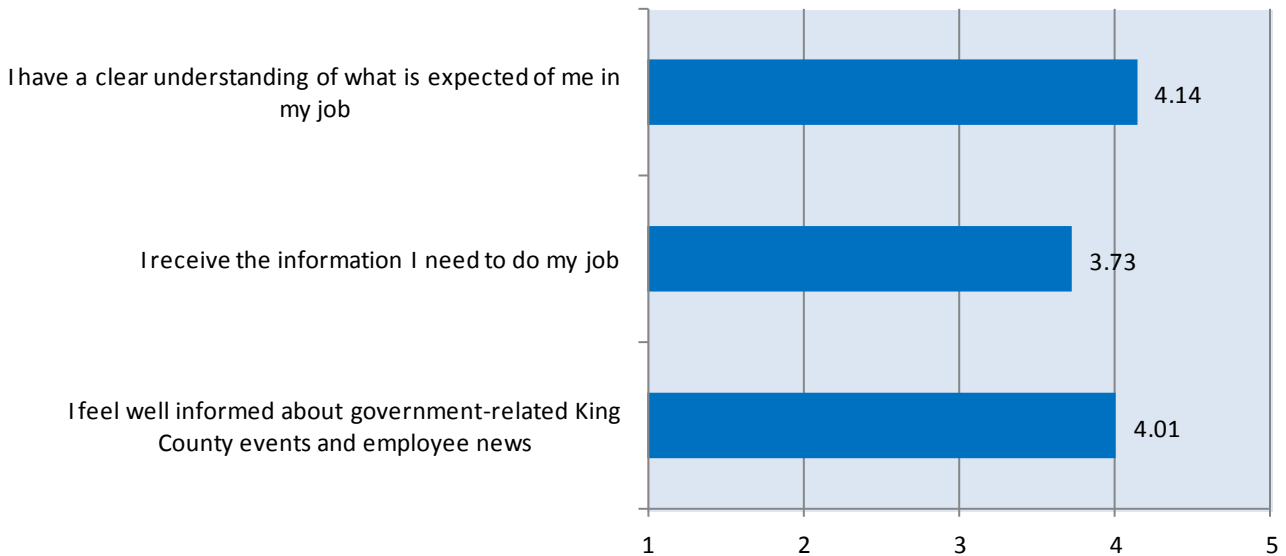
Team problems are dealt with appropriately to avoid impacts to the work we do at the County - % responding



Importantly, Assessments employees report that team problems are dealt with appropriately, with almost three-quarters of employees reporting positive perceptions.

COMMUNICATION

Employees in the Assessments department are positive about their departmental communication efforts. Most employees report having a clear understanding of job expectations and feel well informed about government related King County events, but are somewhat less positive in their perceptions of having adequate information for job performance.

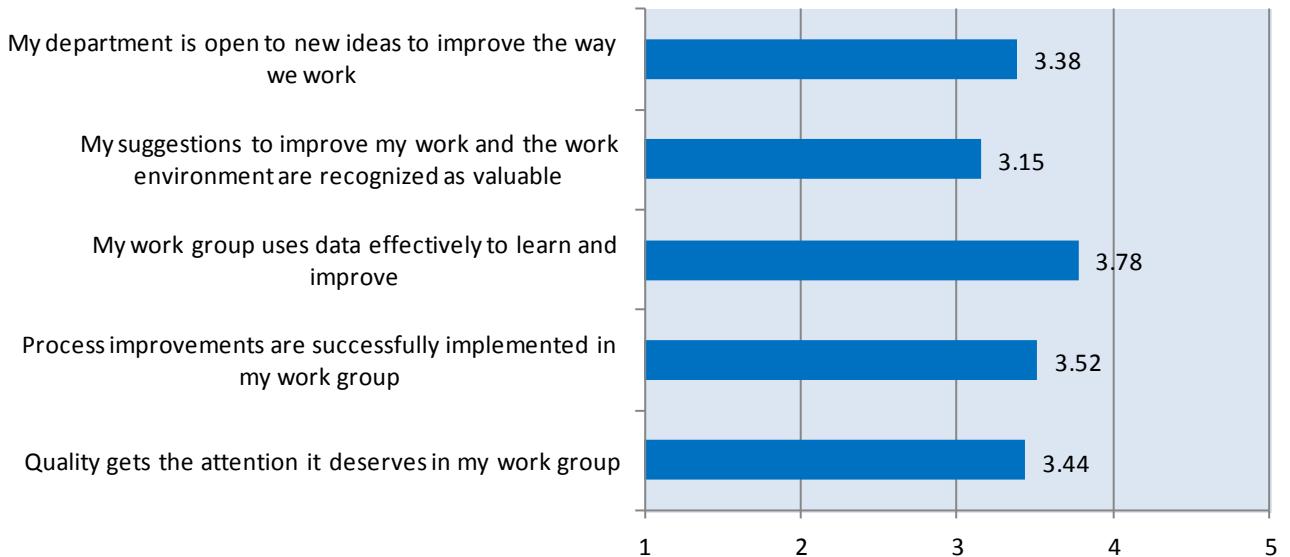


These distribution charts reveal that approximately three-quarters of employees in the Assessments department understand what is expected of them. However, approximately 33% perceive that they do not have enough information to perform their jobs well.

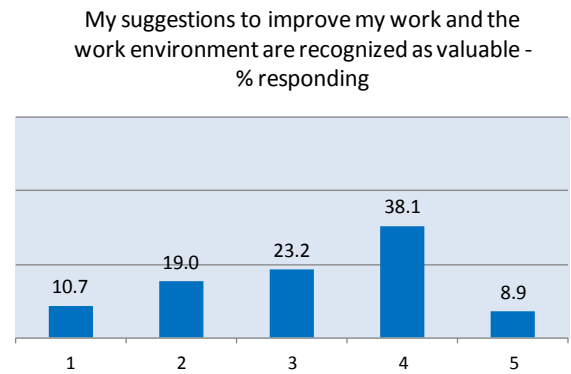
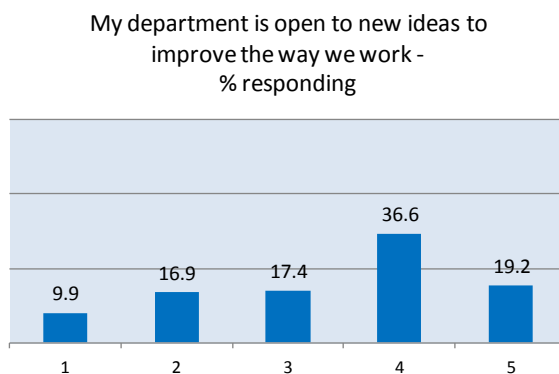
Most employees feel adequately informed of King County events and news.

CONTINUOUS IMPROVEMENT

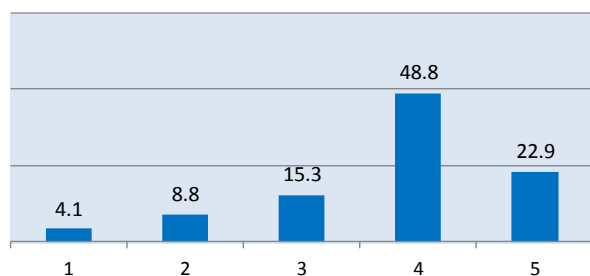
Perceptions of continuous improvement in the Assessments department are moderate. However, these are somewhat more positive than the scores reported for King County departments overall. Assessments employees are the most positive in their perceptions of how the work group uses data to learn and improve and are the least positive about feeling that their suggestions are recognized as valuable. Interestingly, Assessments employees are more positive about how their group uses data to learn and improve.



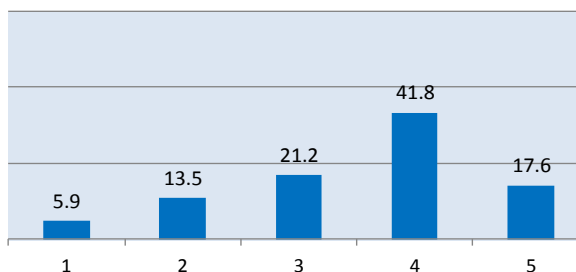
As these distribution charts illustrate, Assessments employees are mixed in their perceptions of how open the department is to new ideas or that their suggestions to improve are recognized as valuable. In both cases, about half of employees do not give these questions positive scores.



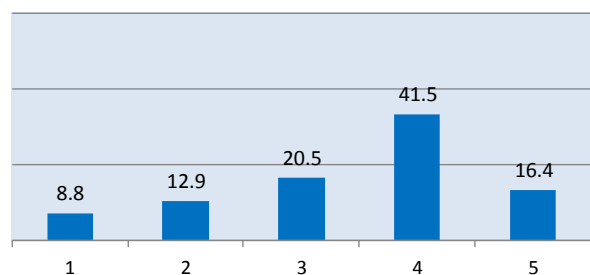
My work group uses data effectively to learn and improve -
% responding



Process improvements are successfully implemented in my work group -
% responding



Quality gets the attention it deserves in my work group -
% responding

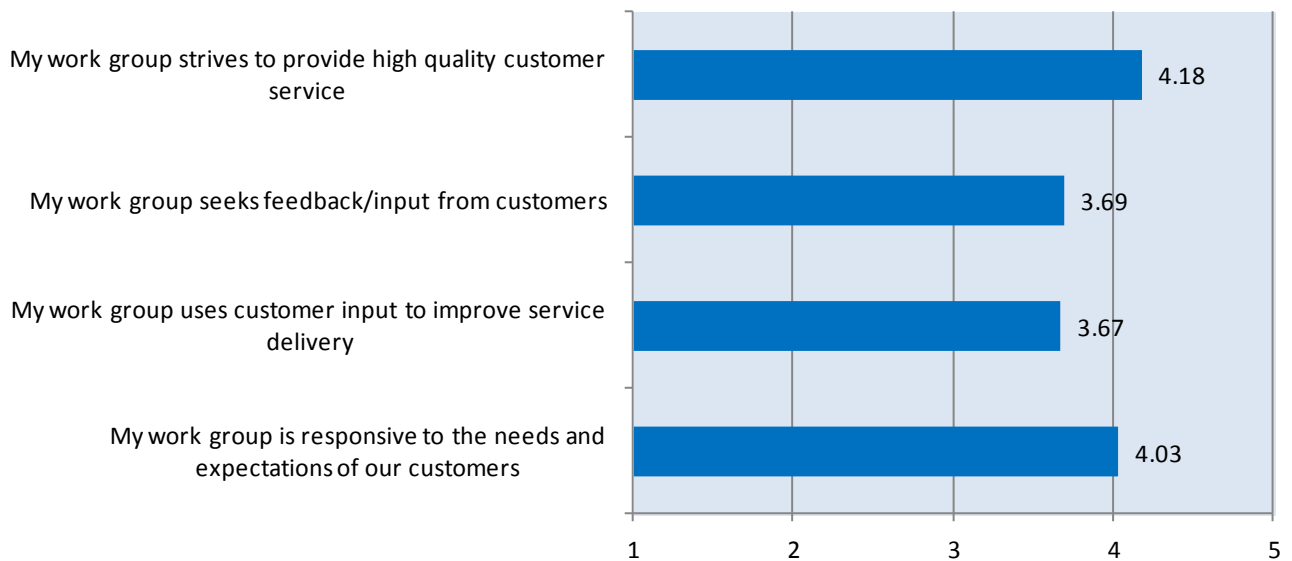


Most employees believe their department uses data effectively to learn and improve, though somewhat fewer are in agreement that process improvements are successfully implemented in their work groups.

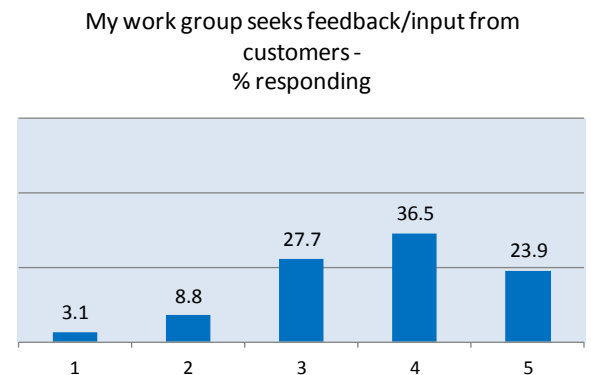
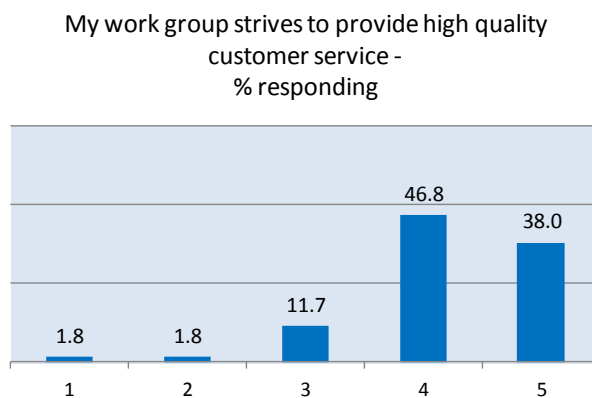
While over half of employees think quality gets the attention it deserves, one-fifth of employees do not, while another fifth are neutral in their responses.

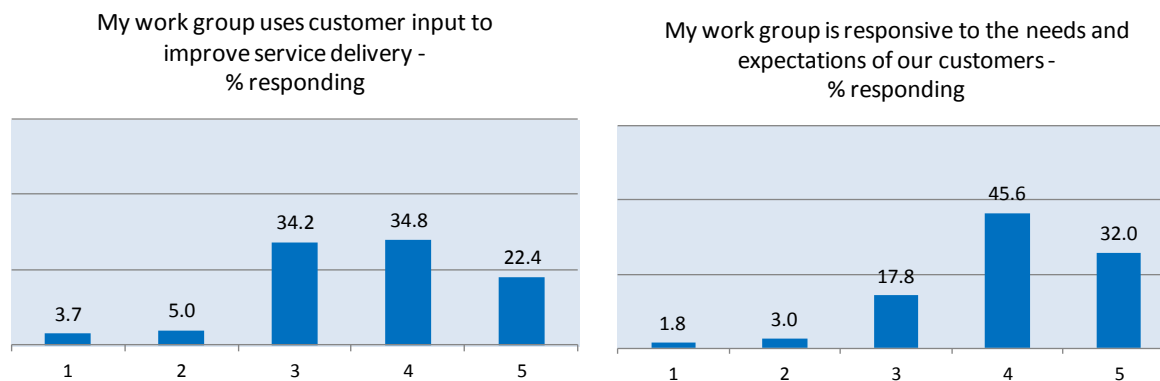
CUSTOMER SERVICE

Employees in the King County Assessments Department are positive about the department's focus on customers and customer service. They feel that their work groups strive to provide high quality customer service and that the department is responsive to the needs and expectations of customers. Employees are only moderately positive, however, about how their work groups use customer feedback or input to improve service.



As these distribution charts illustrate, most employees believe their work group strives to provide high quality customer service, with more than 80% reporting positive perceptions. However, perceptions of whether the work groups seek feedback/input from customers are more mixed, with a large number of employees reporting neutral responses. Despite this, more than half are positive in this area.

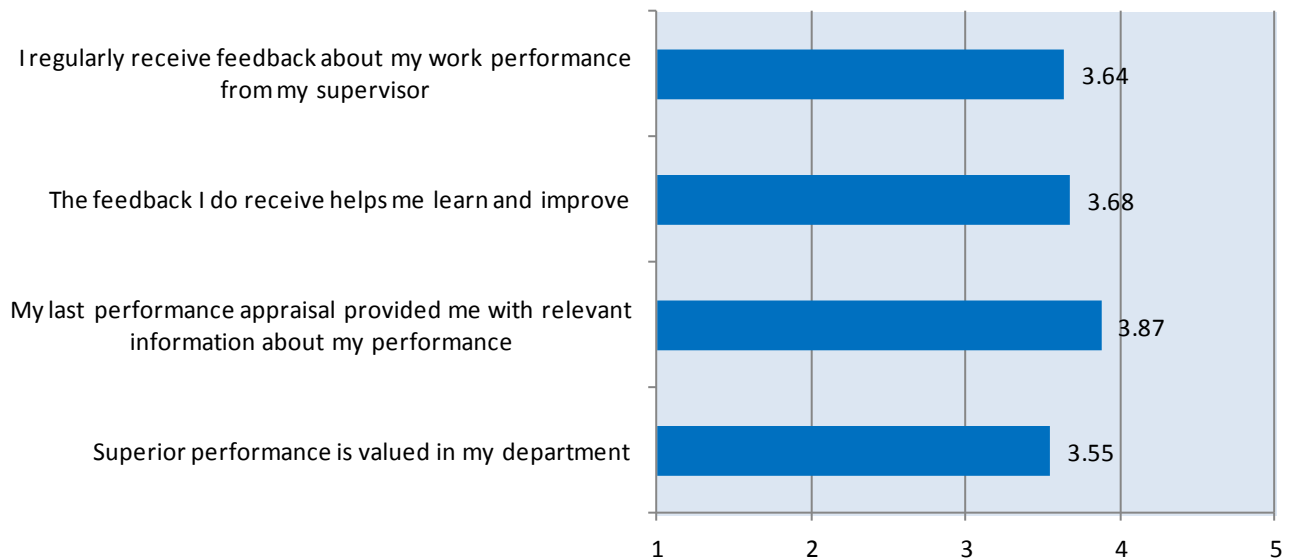




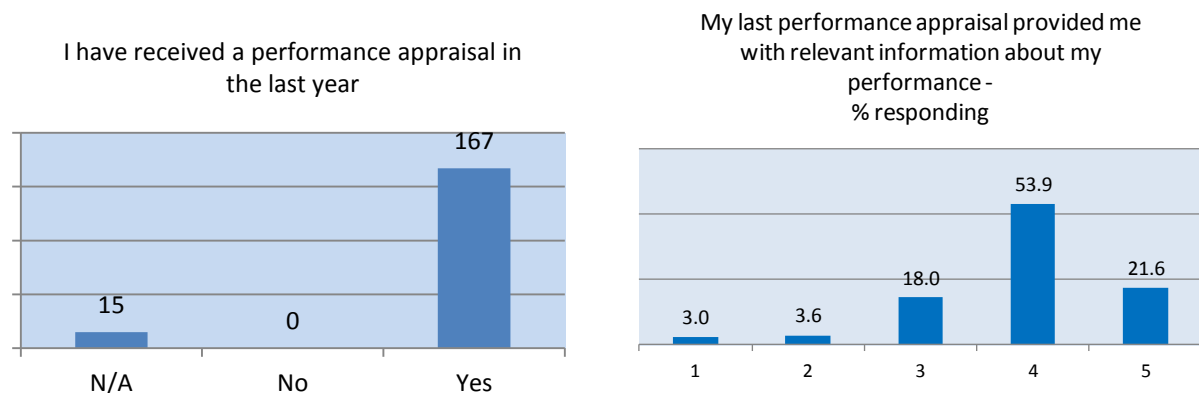
Similarly, more than a third of employees are neutral about their work groups' use of customer input to improve customer service with slightly more than half reporting positive scores in this area. Of particular significance is that the vast majority of employees report that their work groups are indeed responsive to the needs and expectations of customers.

PERFORMANCE COMMUNICATION

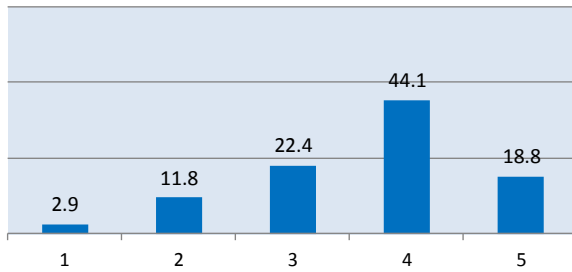
Employees in the King County Assessments Department report moderately positive perceptions of the performance feedback they receive at King County, with the most positive responses regarding performance appraisals' impact on their job performance. Of note is that perceptions of performance feedback overall are more positive among Assessments employees than they are for King County employees overall.



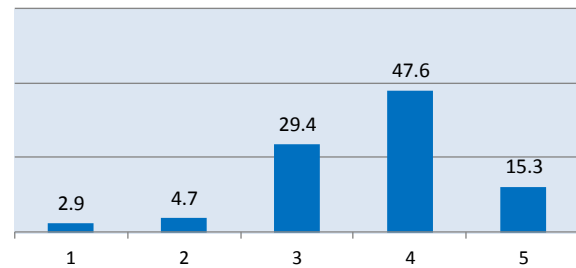
Most Assessments employees report that they have received a performance appraisal in the past year and most employees believe the appraisal provided them with relevant information about their performance.



I regularly receive feedback about my work performance from my supervisor -
% responding

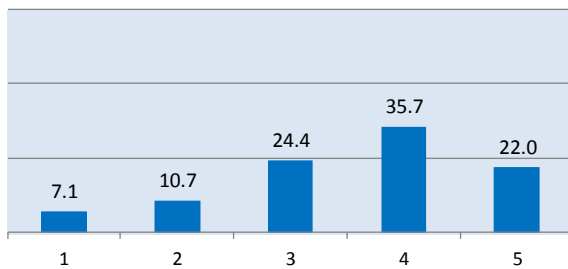


The feedback I do receive helps me learn and improve -
% responding



However, while more than half of employees report that they regularly receive feedback about their work performance, the remaining employees are less positive. Similarly, about half of employees report feeling that the feedback they receive helps them learn and improve.

Superior performance is valued in my department -
% responding



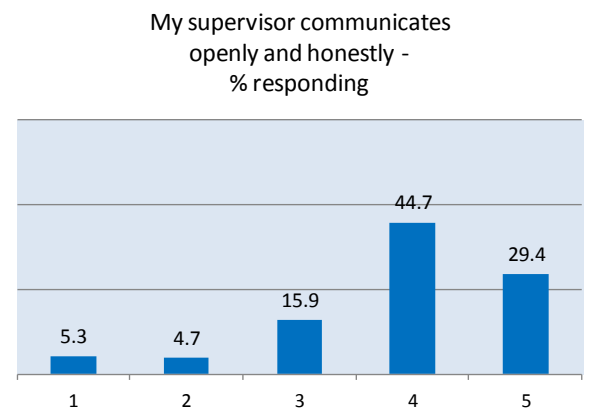
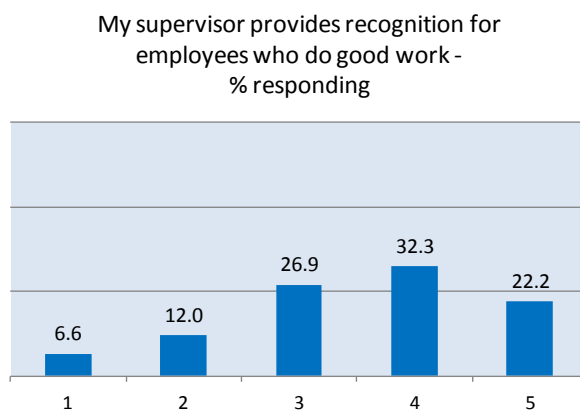
Results were mixed regarding the extent to which superior performance is valued in the department. Similar to perceptions of performance feedback, this question elicited a large number of neutral answers, which may indicate the need for additional emphasis on feedback and performance communication.

SUPERVISION

Assessments respondents are somewhat positive in their perceptions of supervision, with more positive scores than those reported by King County employees across departments. Assessments employees are the most positive in their perceptions of how supervisors encourage continuous improvement and less positive about the recognition supervisors provide for employees who do good work.

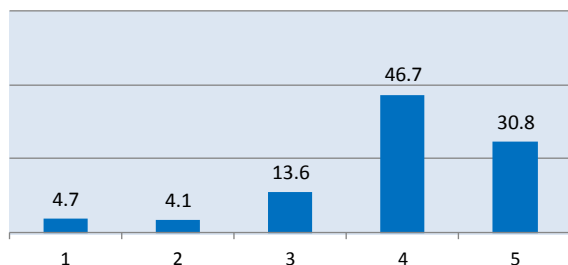


As these charts illustrate, employees are mixed in their perceptions of supervisory recognition, but united in their belief that their supervisors communicate openly and honestly.

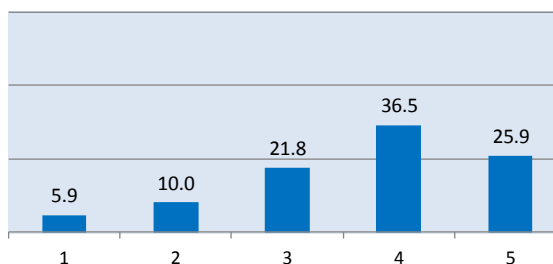


Employees are also very positive about how their supervisors encourage continuous improvement, though they are somewhat mixed in their perceptions of how well supervisors communicate clear direction.

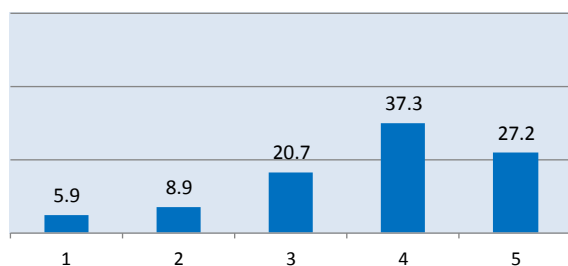
My supervisor encourages continuous improvement -
% responding



My supervisor provides clear direction -
% responding



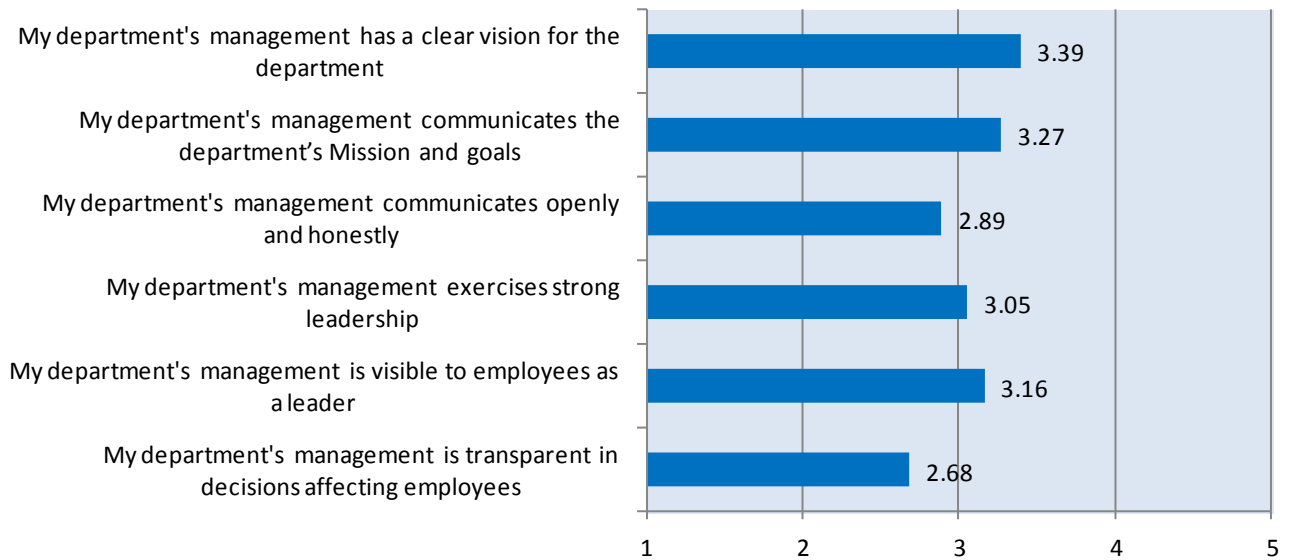
My supervisor ensures I have what I need to
do my job well -
% responding



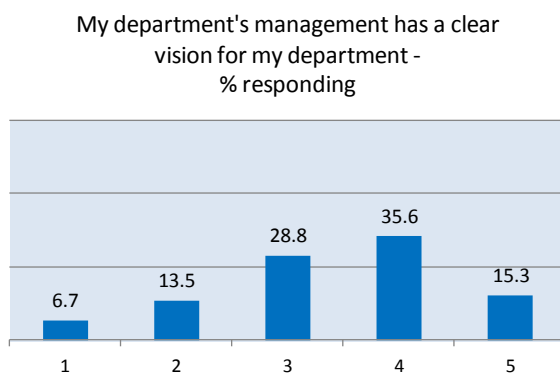
Finally, while more than half of Assessments employees believe their supervisors ensure they have what they need to perform, more than a third are negative or neutral in this area.

MANAGEMENT

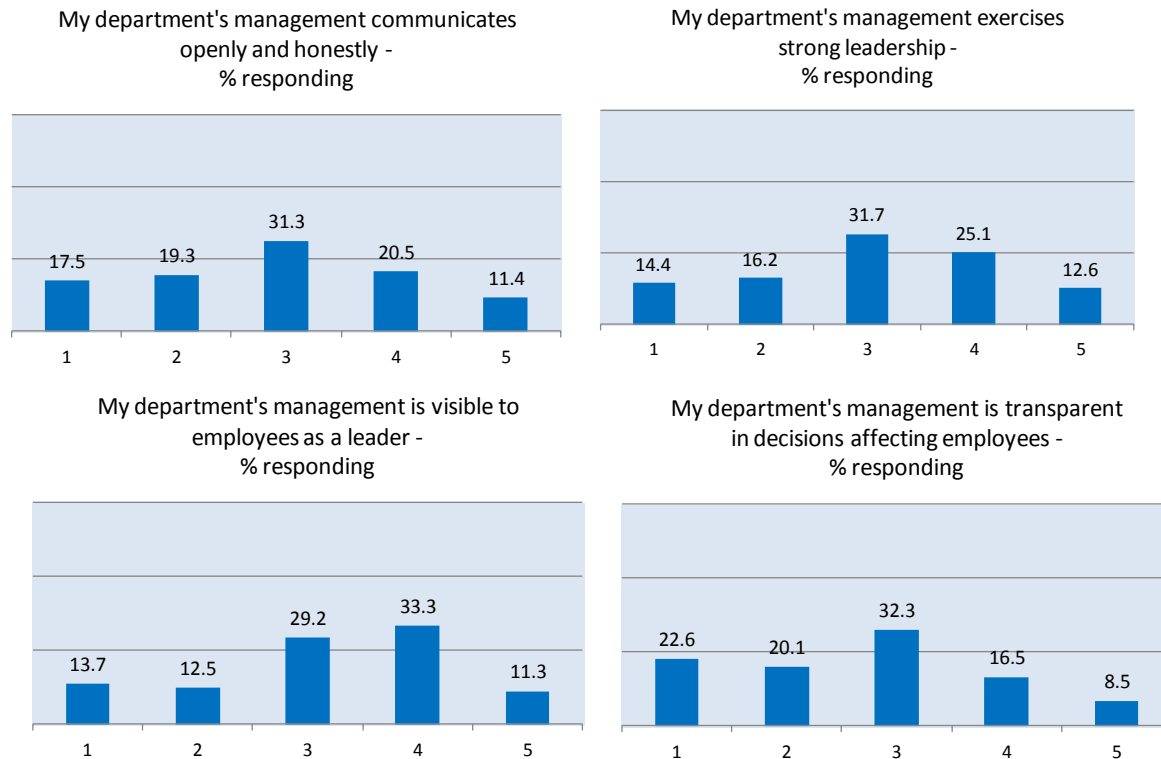
Consistent with King County overall perceptions, Assessments employees report neutral to negative perceptions of their department's management. Employees are the most negative regarding perceptions of management's transparency in decision making and managers' willingness to communicate openly and honestly. However, many employees are slightly positive in their perceptions of management's vision for the department and in their perceptions of management's articulation of departmental mission and goals.



As the charts below illustrate, Assessments employees are quite mixed in their perceptions of management's vision with half reporting positive perceptions. Employees are less positive about management's communication of departmental mission and goals.



Assessment employees are similarly ambivalent about the openness and honesty of communication and the strength of leadership. Of interest is that a large percentage of employees gave both questions negative ratings and both received a high number of neutral responses.



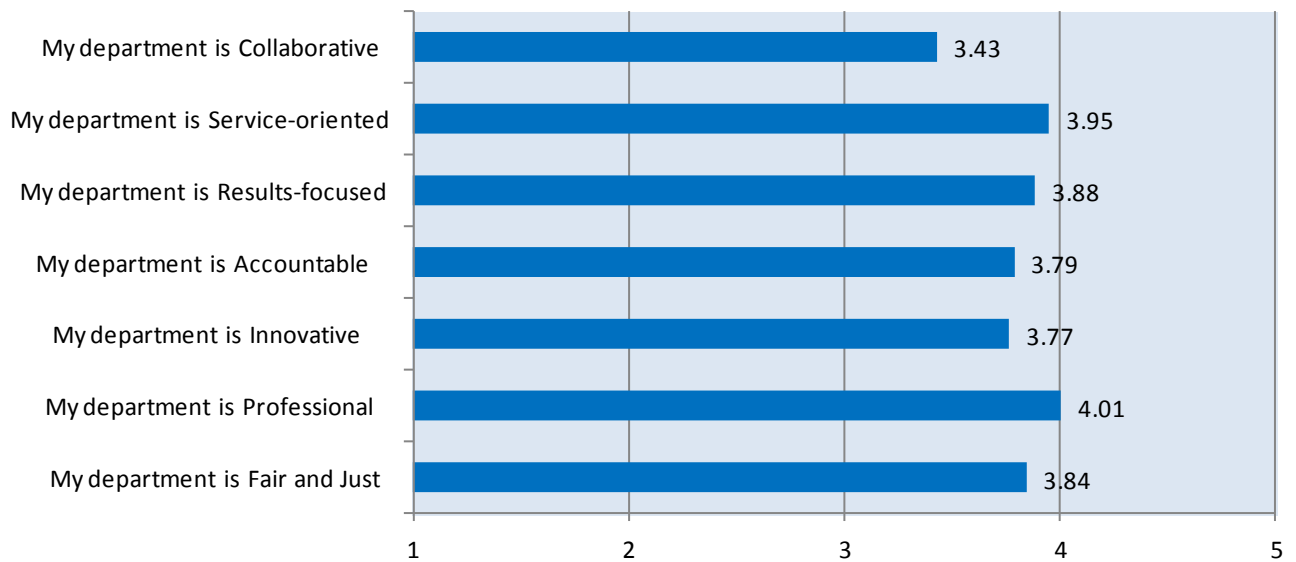
Employees overwhelmingly do not see Assessments management as being transparent in decision-making and they report ambivalent feelings about the visibility of management as leaders.

As noted in the overall report, however, it should be noted here that while these scores are low and Assessment's management will want to seek ways to improve connections with employees, in studies of this nature, it is not uncommon to receive much lower ratings for management vs. supervisors. Management, particularly in the challenging budget/resource environment at King County, is responsible for executing budget/resource cuts or policies that may be unpopular with employees.

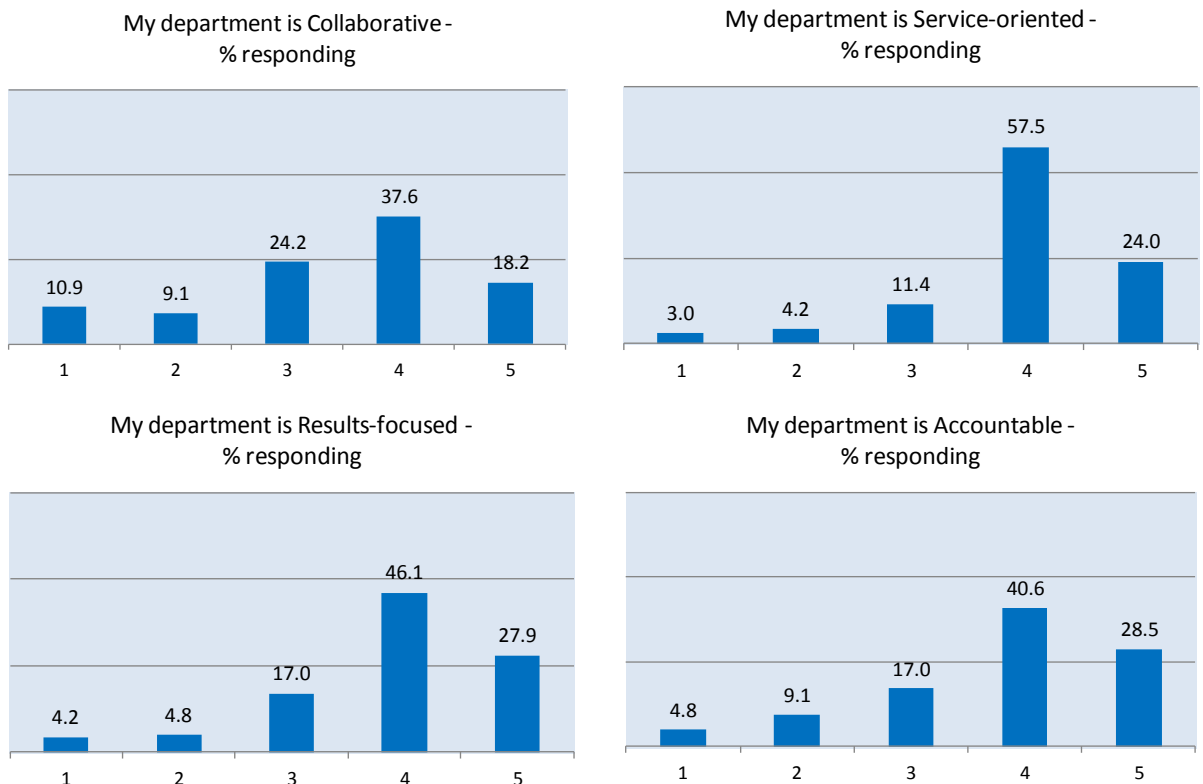
That engagement is so high among Assessments employees speaks highly of the strength of the relationships Assessments supervisors have with employees. Because of the "distance" between managers and the average employee, management relationships are seldom predictive of employee engagement or satisfaction, while supervisory relationships are critical to employee "health" in the work environment.

GUIDING PRINCIPLES

These results report the extent to which employees believe their department reflects County guiding principles. With the exception of “collaborative,” employees provided relatively high scores for each of the guiding principle questions, particularly when compared with other departments at King County. Assessments staff strongly believe their department is professional and service-oriented, results-focused and fair and just.

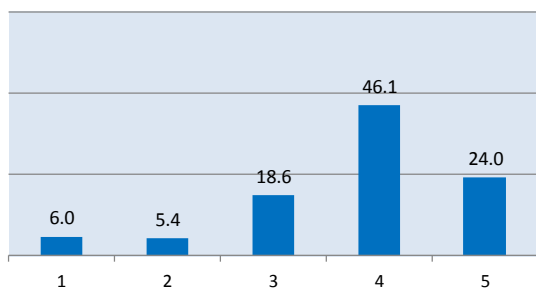


While scores for collaborative are more moderate (just over 50% reporting positive ratings), the vast majority of Assessments employees describe their department as service-oriented, results-focused, and accountable.

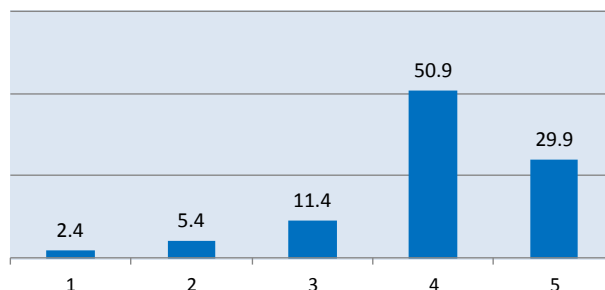


Similarly, the vast majority of employees think Assessments is both professional and innovative.

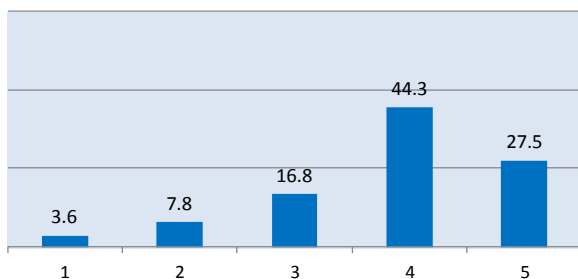
My department is Innovative -
% responding



My department is Professional -
% responding



My department is Fair and Just -
% responding

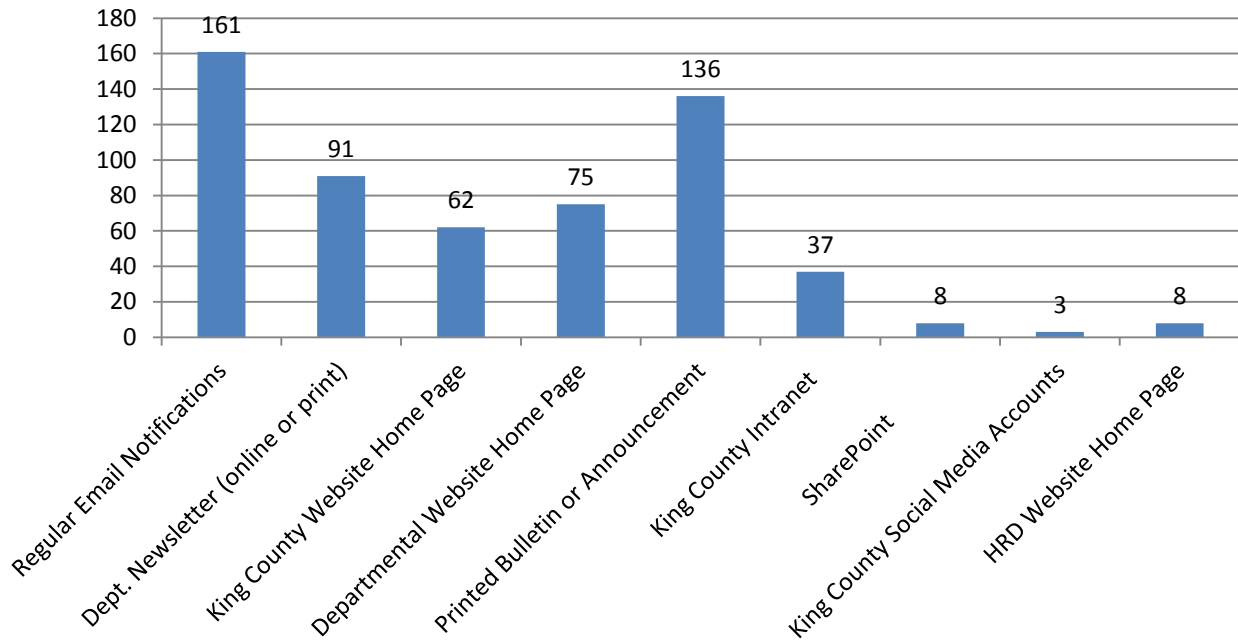


Of particular positive emphasis is that so many Assessments employees see their departments as fair and just, with just shy of three-quarters providing positive responses to this question.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, most Assessments employees prefer to receive information by email. However, of interest is that unlike other departments, Assessments personnel seem to prefer print media vs. on-line resources.



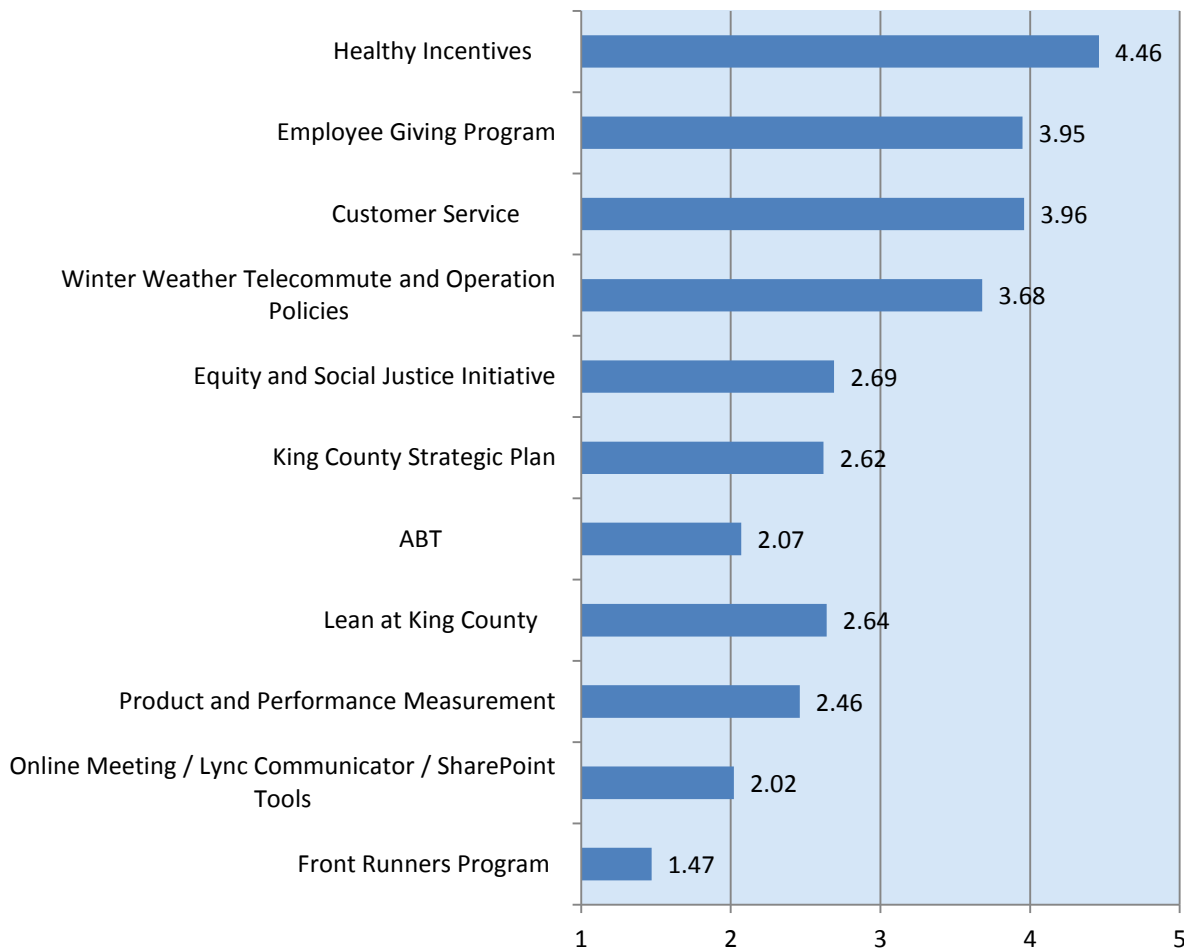
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Assessments' results in this category are consistent with the King County overall results in that most employees are very familiar with Healthy Incentives and least familiar with Front Runners. While most items are almost identical to the overall scores, Assessments employees report much less familiarity with ABT and On-Line meeting, etc. tools than do other employees across King County.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:

2012 King County Employee Survey

(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as "One King County" to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government's most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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